

VERMONT CENTER FOR GEOGRAPHIC INFORMATION, INC.

Strategic Plan 2009-2014

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Document History

- Strategic Plan created during 2008
- Approved by the VCGI Board Of Directors 3/17/09
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1.0 Executive Summary

This Strategic Plan was developed by the Vermont Center for Geographic Information (VCGI) to support the anticipated future geospatial technology demands of our community, our profession and our employees. The Plan is intended to meet the full intention of VCGI's enabling statutory language over the next five years. The Plan is organized by six readily identifiable and distinct business areas of the organization;

- Management (including both the Executive Director and the Board of Directors)
- Human Resources
- Finance
- Outreach
- Information Technology
- Products, Services, Contracting, and New business Development

Each business area has its own Strategy that is supported with underlying Goals and Tasks. In order to measure the success of the efforts in each business area there are yearly Success Criteria identified as well.

This document is laid out in a top-down format with VCGI's Mission Statement leading and the Business Area Strategies, Goals and Tasks, and Success Criteria following. The reader should approach the document in the same manner to fully understand the dependencies of each level of the Plan.

As always, VCGI welcomes comments and insights from our community concerning our Strategic Plan.

2.0 Organizational Description

Vermont has had a statewide GIS program for geographic information and related technology (GI/GIT...mixing both acronyms is confusing) since the late 1980s, known as the Vermont Geographic Information System (VGIS), which has been managed by the Vermont Center for Geographic Information, Inc. (VCGI). The General Assembly first authorized statewide geographic information activities in 1988 through the state's Growth Management Act, and has provided geospatial technology direction in actions taken since then. It subsequently created VCGI in 1992. Act 204 of 1994 reauthorized and established it as a public, not-for-profit corporation and a "body corporate and politic, and a public instrumentality of the state," establishing public purposes, but allowing governance by an independent board. VCGI is charged by statute (10 VSA 122) with developing and implementing a *comprehensive strategy* for the development and use of a Vermont geographic information system (VGIS). VCGI is directed by a Board of Directors. Its membership is defined in Act 204 of 1994 to include twelve members, with four of these individuals representing state agencies. Vermont also has a GIS Technical Advisory Committee, which has 13 members including professionals and technicians from public agencies and the commercial sector.

VCGI is located in Waterbury, VT. It is currently staffed by an Executive Director, Business Manager, Outreach Coordinator, two Senior Project Managers, and a Project Manager. VCGI manages a clearinghouse for Vermont GIS data and provides access to GIT services and expertise to State Agencies as well as academic, public and private entities in Vermont.

MISSION STATEMENT

Vermont Center for Geographic Information, Inc. (VCGI) will deliver high quality geospatial data, standards, solutions and information to our customers and stakeholders using methods that are innovative and client focused.

VCGI will provide strategic leadership and promote awareness and open communication in support of the GIS community.

VCGI will establish the infrastructure necessary to support financially responsible business activities and challenge all employees in an engaging and supportive environment.

3.0 Management Strategy

VCGI's Executive and Board of Directors management will ensure that the organization is focused on the Center's Mission and the intent of VCGI's enabling legislation. Management will maintain high standards of business practice by encouraging creativity, integrity and productivity throughout the organization. Management will also promote programs that meet the comprehensive geospatial technology needs of the Vermont geospatial community and the national, state, regional and local communities.

3.1 Management Goals and Tasks

Executive Management Goals and Tasks

1. Establish and maintain programs and procedures that provide for development of the Center's operational value to its customers and stakeholders.
 - A. Establish an understanding of the operational value of current programs and activities through communication with the customers and stakeholders.
 - B. Ensure future programs are focused on operational areas the community values.
 - C. Reduce focus on operational areas the community does not value.
 - D. Establish mechanisms that support continual awareness of the community's trends and issues so that they may inform the organization's planning and development.
2. Empower the Center's employees to undertake creative and effective approaches in pursuing the Center's Mission.
 - A. Establish policies and processes that support new ideas and proposals from employees.
 - B. Provide resources to employees that support professional development and emphasize the use of those resources.
 - C. Establish, implement and analyze straightforward metrics that measure the effectiveness of each effort.
 - D. Use the findings of the effectiveness metrics to improve future work efforts.
 - E. Establish an expectation of growth and improvement across the organization.
 - F. Monitor and evaluate national trends for inclusion in the Center's systems and processes.
3. Enable the best utilization of geospatial resources between national, state, regional and local entities in Vermont.
 - A. Foster communication between national, state, regional and local geospatial resources inside and outside of Vermont.
 - B. Establish inter-organizational initiatives that support best practices and resource development in the geospatial community.
 - C. Provide geospatial education and awareness opportunities to the VT community.
 - D. Support the efforts of Vermont's Enterprise GIS Consortium (EGC) to promote and leverage "efficient use of the state's Geographic Information Technology (GIT) resources" and to enhance "the effectiveness of GIS services and solutions"¹.
4. Establish and maintain a professional and forward looking business environment in the organization that is appropriate for the Center's size, scope and responsibilities.

¹ Vermont Enterprise GIS Strategic Plan – 2008A – vision and goals (page 2)

- A. Support the yearly independent audit and establish recommendations for improvement from each year's results.
 - B. Create a business environment in the organization that supports integrity and professionalism.
 - C. Monitor developments in the external business environment that can provide process improvements to the organization.
 - D. Foster effective business processes through continuous improvement methods.
5. Support the Board of Directors, the Vermont Legislature and all State entities in achieving the Center's statutory directives.
- A. Establish the organization as an enabling resource for the establishment of a comprehensive strategy for the development and use of geospatial resources in the state.
 - B. Establish an infrastructure that supports the most effective and efficient distribution of the state's geospatial resources.
 - C. Establish standards, policies and procedures that support best practices in geospatial resource management statewide.
 - D. Work with Vermont's Enterprise GIS Consortium (EGC) to further the vision and goals articulated in the State's Enterprise GIS Strategic Plan.

Board of Directors Goals and Tasks

- 6. Represent the best interests of the State of Vermont, the constituency they were appointed to represent and the best interests of the Center in pursuit of the statutory directives given to the Center.
 - A. Develop and maintain an understanding of the values and priorities of the organization or constituency each member represents.
 - B. Actively participate in the organization's program and business development.
 - C. Support VCGI's initiatives within their organization or constituency when appropriate.
- 7. Foster and support policies within the Center that meet or exceed generally accepted standards for best business practices and employee development.
 - A. Support the organization's Human Resources efforts and provide recommendations for further development.
 - B. Support the organization's independent audit and provide recommendations for further development.
- 8. Inspire the Center's Executive Management and its employees to undertake creative and effective approaches in pursuing the Center's Mission.
 - A. Support responsible creativity in the organization's planning efforts.
 - B. Monitor the organization's effectiveness in completing its yearly goals.
 - C. Create an expectation of professionalism and accomplishment for the organization.

3.2 Management Success Indicators

- 1. Employee turnover rates
- 2. The relative standing of VCGI in relation to GIT maturity and geospatial activities in other states
- 3. The feedback of the VCGI customer and stakeholder community provided through the biennial survey
- 4. The general financial health of the organization as indicated by the monthly and yearly financial reports
- 5. The yearly Auditor's Report
- 6. The yearly evaluation of the Executive Director by the Board of Directors

4.0 Human Resources Strategy

The Human Resources department of the Vermont Center for Geographic Information will continue to maintain the high professional standards and personal integrity in all aspects of its work. The department will broaden its role as trusted advisor and coach in all human capital matters with all of its customers to create value to both the organization and its employees.

Human Resources will continue to deliver strategic solutions for equitable total remuneration packages to all employees, while being cost effective in its selection and delivery of all programs.

All employees of the Vermont Center For Geographic Information will be provided opportunities to increase their knowledge and expertise, in order for the organization to retain its leadership role in the application of geospatial technologies on a state, region, and national basis.

Employees of the Human Resources department will be empowered to continually increase their expertise and knowledge in the field and stay abreast of all HR related and legal changes and trends.

4.1 Human Resources Goals And Tasks

Benefits Administration:

1. Continue to maintain and enhance vendor relations
 - A. Make regular check calls with vendors to ensure relationship continuity
 - B. As issues arise call on vendors to clarify or get clarification to the issue at hand
 - C. Engage in regular vendor negotiations to secure the best prices for products and services
 - D. By making regular check calls it will become easier to secure the best prices for products and services
 - E. Engage in negotiations on a regular basis and seek out alternatives for delivery of products and services
2. Plan design and management
 - A. Through vendor negotiations review plan design to ensure that both employees and the organization are receiving the best price for products and services
 - B. As legal changes take place and affect plan design, plan management will need to be utilized
3. Continue interpretation of all plan SPDs
 - A. On a case by case basis interpret all summary plan documents for employees and management
 - B. Continue to evaluate costs versus budget to determine where savings can be achieved
4. Continue to review all plan offerings for cost, effectiveness, delivery and ability to attract and retain employees
 - A. Each program will be reviewed for effectiveness, delivery and its ability to attract and retain employees
 - B. As changes in laws take place review affected plan offering to ensure the program continues to provide effectiveness, delivery and its ability to attract and retain employees
5. Continue to comply with ERISA
 - A. Understand which sections of ERISA apply to the various programs offered
 - B. By reading HR related literature and trade journals, HR will be apprised of trends and changes, which may affect plans under ERISA

6. Provide benefits that are cost effective for both the employee and the employer
 - A. Review benefits on annual basis for relevance, cost, effectiveness in attracting and retaining employees and value

Compliance and Awareness:

7. Continue to seek out any and all changes and developments in applicable HR laws
 - A. Read HR related literature and trade journals for potential changes to applicable laws that may affect HR, employees and/or employers, and programs offered by the organization
 - B. Attend timely seminars, breakfast meetings, etc. to learn more about changes to applicable laws both Federal and State
8. Continue to display a constant awareness of HR 'Best Practices' and employ them where reasonable and practical
 - A. Read HR related literature and trade journals for potential HR 'Best Practice' information
 - B. Attend timely seminars, breakfast meetings, etc. to learn more about HR 'Best Practices'
 - C. Implement HR 'Best Practices' where reasonable and practical
9. Continue to display a constant awareness of new trends that could affect employees, employers and/or programs offered to employees
 - A. Read HR related literature and trade journals to enhance awareness of new trends that could affect employees, employers and/or programs offered to employees
 - B. Attend seminars, breakfast meetings, etc to learn more about new trends

Decision Support:

10. Continue to provide strategic solutions to management and Board of Directors
 - A. Provide strategic solutions by remaining abreast of all HR related matters and issues within the organization
11. Continue role of trusted coach and advisor to employees, management and Board of Directors
 - A. Provide advice to management and Board of Directors as needed
 - B. Provide coaching to management and Board of Directors as needed and when situations merit coaching
 - C. Through professionalism and personal integrity advise employees in all HR related matters.

Employee Handbook:

12. Maintain and update employee handbook
 - A. Change policies as needed and inform employees of any and all changes
 - B. As the need arises for new policies create them and disseminate them to employees
 - C. Develop a compensation policy based on Board input and direction and articulate to all employees
13. Administer and interpret all policies contained within the employee handbook
 - A. Provide interpretation to all policies within the employee handbook for both employees and management
 - B. Ensure that all policies are being complied with by employees

Equal Employment Opportunity (EEO):

14. Maintain current policy statement
 - A. As laws change ensure the policy statement accurately reflects the spirit of all laws that affect EEO

15. Maintain logs necessary to complete form EEO-1 if necessary
 - A. Complete all logs as established on an ongoing basis
 - B. At the close of each fiscal year compile information into a master table to be used to complete form EEO-1 if and when necessary

General HR:

16. Continue to provide employee advocacy to management
 - A. When employees as a group want to elicit change HR will advocate for change, when reasonable, to management
17. Continue to advise and counsel management in all HR related matters
 - A. As HR issues arise provide advice and counsel to management
 - B. Should HR be made aware of a matter of HR significance, HR will inform management of the issue in a professional and confidential fashion
18. Continue to provide all HR customers with confidentiality
 - A. Provide a method for all customers to communicate with HR in a confidential manner
 - B. Maintain 'open door' policy and 'closed door' policy for confidentiality
19. Manage and mitigate risk of litigation for HR related items
 - A. Be cognizant of potential litigation and mitigate the risk of exposure to organization
20. Continue to enhance relationship management with all customers
 - A. Maintain trust of all customers
 - B. Maintain professionalism and personal integrity in all customer relationships
21. Provide education and membership opportunities and goals to sharpen employee skills, knowledge and experience
 - A. Encourage employees to take advantage of educational opportunities
 - B. Provide employees with opportunities to sharpen their KSAs
 - C. Include educational goals in all performance management evaluations on an annual basis
22. Clearly define and articulate Board's HR expectations for the organization
 - A. Work with the Board to clearly define the Board's expectations of HR
23. Enhance relationship/effectiveness of HR to Finance Committee
 - A. Work with the Finance Committee to increase HR effectiveness with Board of Directors especially in benefit and compensation matters
24. Enhance the effectiveness of the budgeting process with the Finance Committee
 - A. Work with the Finance Committee to create a sound budget process
 - B. Provide the Finance Committee with appropriate information for decision making in the budget process with regard to compensation and benefits
25. Provide equitable compensation based on performance for all employees
 - A. Work with Board to adhere to revised compensation increase policy
 - B. Review pay grades on an annual basis to ensure the grade adequately reflect market pricing
26. Attract and retain the best matched and brightest candidates
 - A. Recruit in appropriate areas
 - B. Market VCGI as an employer of choice
27. Complete a knowledge, skills and abilities inventory of all employees
 - A. Research methods to complete a knowledge, skills and abilities inventory

- C. Conduct the inventory
- 28. Complete a 'Gap Analysis' to determine training needs for employee development
 - A. Research methods to complete a gap analysis
 - B. Determine which employees need additional training
 - C. For those employees identified in the gap analysis create training goals to incorporate into their performance management evaluations
 - D. For those employees who only need to enhance their expertise develop logical training initiatives that can be incorporated into their performance management evaluations to increase their potential of a merit increase.
- 29. Be well prepared for key employee departures by developing a plan and anticipate 'time to fill' length
 - A. Develop a plan for key employee departure
 - B. Anticipate 'time to fill' length of time
 - C. Research the possibility of succession planning for reasonableness
- 30. Identify key future trends that may affect the organization
 - A. Determine if demographics affect how VCGI attracts and retains employees
 - B. Determine how VT's changes to the health care system – method of payment will effect VCGI's ability to attract best matched and brightest candidates
 - C. Determine how to increase the number of qualified candidates

Leave Administration:

- 31. Continue to administer all employee leave banks
 - A. Administer sick, vacation and personal day leave banks
 - B. Verify balances with payroll records
 - C. Administer FMLA and VT Short-Term leave
 - D. Remain abreast developments and changes to laws affecting FMLA and VSTL

New Employees (Full and Part Time):

- 32. Attract and recruit candidates capable of fulfilling current needs
 - A. Determine best tools for recruitment for specific positions
 - B. Maintain a 'days to fill' rate of less than 15 days
- 33. Provide a clear process for both candidate and interviewer during the interview process
 - A. Establish a process for candidate (candidate flow) to navigate the interview process
 - B. Establish a process for the interviewer to follow during interviews
- 34. Continue to provide New Employee Orientation to all new hires
 - A. Revise and amend New Employee Orientation so the process becomes more efficient
 - B. Create documents that are easily read and understood
 - C. Minimize new employee downtime for paperwork completion

Performance Management:

- 35. Continue to provide management with clear and articulate instructions for the completion of the performance management process
 - A. Each year articulate instructions for completion of the performance management process
 - B. Revise instructions as organizational needs change
- 36. Continue to provide management with the appropriate tools to complete evaluations in a timely manner
 - A. One month prior to the due date of evaluations make certain management has been provided the appropriate forms for completion

- B. Provide management with information from Gap Analysis so training plans can be developed as part of the performance management process
37. Revise performance management program to address current organizational and employee needs
- A. Research alternatives to the current performance management program
 - B. Determine which alternative make sense for the organization and its employees
 - C. Determine if a hybrid would provide 'best practice' for the organization and its employees

Retirement Plan Administration:

38. Continue to monitor changes that may be necessary to Plan design and management
- A. Remain abreast of all legal changes to retirement plans
 - B. Attend seminars, breakfast meetings, etc. to remain abreast of administrative changes necessary to comply with all new regulations
39. Continue superior TPA vendor, Fund family and broker relations
- A. with Fund Family as needed to maintain relationship
40. Continue to provide exemplary fiduciary responsibilities as Plan Trustee
- A. Review the prospectus' of funds
 - B. Review plan usage
 - C. Review offerings on a regular basis for appropriate mix of risk available to employees
41. Continue to provide TPA with annual census
- A. Provide TPA with census each June
42. Continue to provide TPA with all information necessary to complete annual valuation and form 5500-R
- A. As needed contact broker for statements needed to complete valuation
 - B. Complete annual review of remuneration, deferrals and discretionary contributions to be transmitted to TPA
43. File form 5500-R annually
- A. File form in a timely fashion to avoid penalty
44. Comply with all applicable ERISA sections
- A. Be sure all aspects of the plan are in compliance with applicable sections of ERISA
45. Research alternative TPA options for retirement plan for cost effectiveness, ease of use and service
- A. Research alternatives to the current method of TPA utilization
 - B. Determine which method would reduce annual costs, increase effectiveness and provide superior service and ease of use

4.2 Human Resources Success Indicators

1. Employee Retention Rates
2. Adherence to State and Federal laws pertaining to Human Resource areas of responsibility
3. Comments by Employees on yearly evaluations and during Staff Meetings
4. The relationship of VCGI's Policies and Benefits offerings as compared to the perceived standard for organizations of similar size and type
5. Comments by members of the Board of Directors

5.0 Finance Strategy

The Finance Department of the Vermont Center for Geographic Information will maintain high standards and integrity in all aspect of its work in order to continue its role as the guardian of the organization's financial resources. Finance will provide expertise, efficiency and effectiveness to the organization and its customers. By maintaining and/or expanding its customer relations, Finance will support and advance the value of Finance to the corporation. Management will continue to rely on Finance to provide the proper tools, expertise and knowledge for the decision making process. Employees will be empowered to continually increase their expertise and knowledge in order to further advance the organization's financial reputation.

5.1 Finance Goals And Tasks

Budget:

1. Continue to streamline the budgeting process
 - A. Develop methods that provide efficiencies to the process
 - B. Increase communication and dialogue with the Finance Committee in the development stages
 - C. During the development of the budget, increase communication with the Finance Committee to increase their awareness of the process
2. Enhance the effectiveness and efficiency of the process with the Finance Committee
 - A. Work closely with the Finance Committee in the development of all calculations to increase their awareness of the calculation process
 - B. Determine where efficiencies and increased effectiveness can improve the process between the Finance department and the Finance Committee

Compliance and Awareness:

3. Continue to seek out awareness of legal changes affecting how monies are accounted for
 - A. Remain abreast of all legal developments that affect accounting practices
 - B. Read financial literature and trade journals to increase awareness of potential legal changes that would affect accounting practices
 - C. Maintain relationship with auditor to ensure timely communication regarding any changes that may affect the organization
4. Continue awareness of financial 'best practices'
 - A. Read financial literature and trade journals to increase awareness of 'best practices' in accounting practices
5. Continue awareness of new trends affecting the business or business reporting
 - A. Read financial literature and trade journals to maintain awareness of new trends that may affect the organization or how the organization reports certain accounting items
6. Continue compliance with all applicable laws
 - A. Read financial literature and trade journals to maintain compliance with all applicable laws
 - B. Maintain relationship with auditor to ensure timely communication regarding any changes that may affect the organization

Decision Support:

7. Continue to provide support for management and Board of Directors
 - A. Provide management and Board with timely reports and information concerning the financial health of the organization
 - B. Provide management and Board with appropriate tools in support of all financial decisions

8. Continue role of trusted advisor to management and Board of Directors
 - A. Provide advice to management and Board of Directors on an as needed basis in all financial matters concerning the organization

General Finance:

9. Manage and mitigate financial risk
 - A. Institute internal controls that manage and mitigate financial risk
 - B. Receive approval from auditors of validity of internal controls
 - C. Seek assistance from auditors to improve internal controls where appropriate
 - D. Take precautions to ensure that exposure for uninsured (FDIC) funds is kept to a minimum
 - E. Review internal policies regarding short-term and long-term investments to mitigate any financial risk to the organization's investments
 - F. Remain abreast of current yields and interest rates to determine 'best practices' for short-term and long-term investments
10. Continue to provide timely and accurate processing of all financial information including monthly and yearly reports
 - A. Process receivables in a timely fashion
 - B. Process payables in a timely fashion
 - C. Process month-end financial package by 10th of each month
11. Continue to provide expertise and knowledge in the management of cash and fixed assets
 - A. Maintain fixed asset database
 - B. Provide organization with superior management of all cash accounts
 - Utilize short-term investment policy
 - Utilize long-term investment policy
 - Maintain appropriate balances in HRA and non-interest accounts
 - Manage sweep and operating accounts to ensure highest return on monies
 - Maintain appropriate balances in Capital Reserve account
12. Continue to provide financial project management that is focused on accuracy and reporting, as well as creating and maintaining good customer relations
 - A. Timely, accurate processing of all project financial reports
 - B. Maintain spreadsheets on all projects in order to validate accuracy of expenditures
 - C. Maintain customer relations with all customers
 - D. Act as corporate liaison with all customers
13. Continue to enhance relationship management with auditors, Finance Committee, Board, bank, outside vendors and external customers
 - A. Create a cash management policy to identify and ensure appropriate fund levels
 - B. Review trends in cash use to identify historical levels of funding needed
 - C. Develop a cash management policy that ensures appropriate funding levels as various milestone, i.e. quarterly, semi-annually
14. Create an investment policy that follows 'Best Practices' to maximize Return On Investment (ROI) to the organization
 - A. Research 'Best Practices'
 - B. Work with Finance Committee to determine acceptable ROI to the organization
 - C. Create both a short-term and long-term investment policy based on research and desired ROI
15. Define a policy for updating critical financial and payroll (time) related software to avoid costly change-overs and down-time
 - A. Research potential risk involved with not remaining on current versions of accounting and timekeeping software

- B. Determine potential risk
 - C. If potential risk is too high – develop plan to remain on current versions and potential costs associated with such plan
 - D. If potential risk is acceptable – develop plan that achieves adequate coverage of upgrades to software and determine the potential costs associated with such plan.
16. Provide educational opportunities and goals to sharpen employee financial skills and knowledge
 - A. As part of each employee's goals determine who would benefit from additional training in financial skills
 - B. Research potential educational opportunity providers – best class options for best price
 - C. Inform employees during performance evaluations of the need for their additional skills building
 17. Define what stakeholders expect as a Return On their Investment (ROI) in the organization and then determine a method to quantify it
 - A. Work with Finance Committee to define what stakeholders expect as an ROI from the organization.
 - B. Work with Finance Committee to define a method of quantifying the ROI
 - C. Publish the ROI to stakeholders in the annual report to the Legislature
 18. Clearly define and articulate Board financial expectations for the organization to more easily determine if the organization is meeting/exceeding its stated goals
 - A. Work with Finance Committee to develop expectations of the organization
 - B. Work with Finance Committee to develop goals for the organization
 - C. Work with Finance Committee to develop metrics to measure whether the organization has met or exceeded its goals
 - D. Articulate the expectations, goals and metrics to all within the organization
 19. Create and articulate methods employed and sources for grants so all employees are empowered to research grant opportunities on a regular basis
 - A. Research current practices in locating viable grants
 - B. Determine if other methods would be more effective and efficient in locating potential grants
 - C. Develop a chart that demonstrates the regularity of certain grant opportunities and create an overall strategy for grant applications
 20. Enhance relationship and effectiveness of Finance Committee
 - A. Work with Finance Committee to develop the current relationship to the next level
 21. Work with Finance Committee to improve effectiveness of both the Finance department and the committee

Payroll:

22. Continue to produce accurate and timely payrolls
 - A. Continue to send out reminders for payroll cut-off dates
 - B. Maintain accuracy in timekeeping database of all entries
 - C. Produce payroll in a timely fashion – transmitting to bank on Monday, Tuesday at the latest
 - D. Reviewing all payroll reports for accuracy prior to check disbursement
23. Continue to maintain accuracy of 401(k) deferrals and discretionary contribution calculations
 - A. Process and/all changes to 401(k) deferrals on a quarterly basis
 - B. Enter amounts of deferral into spreadsheet designed to report deferrals to TPA on a bi-weekly basis

- C. Enter amounts of discretionary contribution into spreadsheet designed to report such contributions to the 401(k) plan.
- D. Provide TPA with monthly discretionary contribution amounts
- E. Prepare transmittal/check requests for employee deferrals for each fund family on a bi-weekly basis utilizing reports received from TPA within 7 days of payroll to avoid penalties from the IRS
- F. Prepare transmittal/check request for employer discretionary contribution for each fund family within 7 days of last payroll for month

5.2 Finance Success Indicators

- 1. Adherence to State and Federal laws pertinent to VCGI's Financial business areas
- 2. Comments by members of the Board of Directors and Employees
- 3. The general financial health of the organization as indicated by the monthly and yearly Financial Statements
- 4. The yearly Auditor's Report
- 5. 100% on time completion of Payroll activities
- 6. Grant achievement productivity
- 7. Financial investment health

6.0 Outreach Strategy

VCGI's Outreach activities will focus on providing informed leadership to public and private sector entities on issues relating to spatial data activities and policies. Outreach activities will respond to requests for information, data, and professional development relevant to geospatial technology in Vermont from the geospatial community and others. Outreach efforts will seek to identify unarticulated needs and new geospatial technology customers and stakeholders in Vermont. Through all Outreach activities VCGI will promote awareness and the appropriate use of geospatial technology in all sectors in Vermont.

6.1 Outreach Goals and Tasks

1. VCGI will continue to distinguish itself as a geospatial technology leader and source of expert information in Vermont for state entities, RPCs, municipalities, and private entities.
 - A. VCGI management and Human Resources staff will support staff's efforts to increase their knowledge in technical and policy/issue areas through professional development and participation in regional and national membership groups (NEARC, NSGIC, etc.)
 - B. VCGI will increase awareness among state entities, municipalities, and private entities regarding VCGI's expert status through mailings, participation in events, presentations, and direct contact.
 - C. VCGI will respond to requests for information with technical knowledge and understanding of our customers and stakeholders needs.
2. VCGI will support the implementation of the State's Enterprise GIS Strategic Plan.
 - A. VCGI will be an active member of the Enterprise GIS Consortium (EGC), acting as a technical and coordinating resource.
3. Awareness about GIS technology and its potential uses will continue to increase in all sectors, public and private.
 - A. Executive Director and Outreach Coordinator will participate in existing events as exhibitor and/or presenter in order to expose participants to GIS, present examples and information about GIS usage, and answer questions.
 - B. Outreach Coordinator will seek out additional appropriate events in which to participate.
4. All VCGI staff will continue to provide consistent information about VCGI's products, services, and positions on geospatial technology issues.
 - A. Executive Director and Outreach Coordinator will determine whether there are any message/policy issues that need to be addressed, and create a plan to address them.
 - B. Outreach Coordinator will create a document that lists VCGI's products and services and delineates our positions on geospatial technology issues.
5. VCGI will continue to develop new methods to support professional development for Vermont's geospatial community, while enhancing and continuing to offer existing effective support.
 - A. Outreach Coordinator will continue to explore topics for spring conferences (similar to 2007 Common Ground conference for Surveyors and GIS Professionals).
 - B. Outreach Coordinator will continue to organize biannual Roundtables with input from the geospatial community.
 - C. Outreach Coordinator will continue to pursue the coordination of GIT training opportunities that are inclusive of the full VT geospatial community.
6. VCGI will continue to respond to requests from customers and stakeholders regarding geospatial information and resources.
 - A. Outreach Coordinator will continue to answer general questions received via phone and email, and will direct technical and policy questions to other appropriate staff as needed.

- B. Outreach Coordinator will continue to monitor and revise web site to ensure that information is useful, accessible, and accurate.
 - C. Outreach Coordinator will continue to research relevant resources available to GIS professionals and the general public.
7. All of the information managed by the Outreach Department will be well organized and discoverable.
 - A. Outreach Coordinator will evaluate current information managed (paper and digital) and will develop and implement a plan to increase organization and discoverability.
 - B. Outreach Coordinator will discard digital and hard copy information and materials that are no longer relevant on an annual basis.
 - C. Outreach Coordinator will develop a plan to respond to requests relating to GIS certification.
 8. VCGI will develop marketing and educational materials with a consistent look and feel that portray VCGI as a reliable and professional source of information and technical expertise.
 - A. Outreach Coordinator will evaluate materials currently used and determine which ones are vital, discarding those which are not
 - B. Outreach Coordinator will design a layout that will provide an effective visual frame for existing and anticipated (including ad hoc) content.
 - C. Outreach Coordinator will decide (with help from Executive Director) how to implement new documents (print within office on color printers, use commercial printer, print stock with basic elements and print content in-house, etc.)
 9. VCGI will develop and implement methods for measuring the success of its outreach efforts and activities.
 - A. Outreach Coordinator will use contact management tools – record all contact with customers and stakeholders, compile and analyze on an annual basis
 - B. Outreach Coordinator will perform statistical survey (purchase addresses or phone numbers...) every two years (years we don't do customer survey) to evaluate awareness level among general public regarding GIS and VCGI.
 - C. Outreach Coordinator will investigate strategies to evaluate the effectiveness of Press Releases (PR) and Public Service Announcements (PSA), and will then revise PRs and PSAs to increase their effectiveness.
 10. VCGI will increase awareness about GIS in the VT business community.
 - A. Outreach Coordinator will communicate with Cindy Delaney –event manager for the VT Business EXPO - regarding possibility of doing a presentation or workshop at a future EXPO.
 - B. Outreach Coordinator will write a GIS-focused article and pitch it in various magazines/newspapers.
 11. VCGI will establish more effective relationships with media outlets and will garner more coverage through those outlets.
 - A. Outreach Coordinator will develop media kit and make appointments with editors to talk about it and how to get GIS in the news.
 - B. Outreach Coordinator will write and send articles and press releases to community newspapers.
 - C. Outreach Coordinator will successfully pitch a GIS or mapping themed Switchboard program (VPR).
 12. VCGI will increase awareness of geospatial technology and issues among state legislators.
 - A. Outreach Coordinator will plan and implement a breakfast at the legislature, in coordination with the annual staffed Legislative Outreach Display.
 - B. Outreach Coordinator will explore the possibility of "Map Art" at the statehouse cafeteria.
 - C. Outreach Coordinator will plan and implement a presentation for the Joint Fiscal Office.

6.2 Outreach Success Indicators

1. Comments by members of the Board of Directors and Employees
2. The feedback of the VCGI community provided through the biennial survey.
3. The number of programs, presentations, Roundtables, conferences, and events that are supported by VCGI in a year
4. The number of new contacts and support based connections that are made by VCGI in a year

7.0 Information Technology (IT) Strategy

The IT department of the Vermont Center for Geographic Information will select, design and install cost-effective, quality technology solutions, designed to meet the organization's departmental needs in order to maintain high standards and integrity in all aspects of its work. IT will support the VGIS by delivering high quality geospatial data, solutions and information through the effective management and use of information technology resources. Employees will be empowered to continually increase their professional knowledge and expertise in order to further advance the organization's IT reputation.

7.1 Information Technology Goals and Tasks

System Administration

1. Provide staff with a secure and functioning network for daily business transactions, commensurate with available resources
 - A. Review and update IT policies, standards and procedures
 - B. Maintain a System Administration manual for VCGI's IT infrastructure
 - C. Protect VCGI's data with a robust and proven backup strategy, including off-site storage, validation, and periodic test recoveries.
 - D. Maintain the integrity of all server and desktop operating systems and hardware, e.g., disk storage and peripherals, using timely updates and anti-virus/malware software and sound policies
 - E. Enable access to historical business data by transposing historical archives to current media format, e.g., 4mm to LTO2 media
 - F. Maintain a consistent set of operating systems on all desktops and servers
2. Provide timely, effective end-user support and assistance in resolving technology problems
 - A. Respond to internal user support requests within one business day
 - B. Respond to external users within two business days
3. Identify and deploy innovative GIS and business solutions that support the organization's mission
 - A. Invest in proven and well-supported solutions (hardware and software)
4. Ensure all technology is secure, reliable, extensible and performs as required

General

5. Anticipate and support the information technology needs of staff and the Vermont GIS community
 - A. Participate in state GIS coordination and collaboration efforts such as the VSDP and the Enterprise GIS Consortium
 - B. Remain informed about evolving IT trends as they relate to GIS and business systems
6. Collaborate with the Vermont GIS community in our design, deployment and maintenance of an effective, flexible and reliable GIT infrastructure and in the purchase of GIT tools that meet the community's evolving needs
 - A. Identify opportunities to share hardware and software resources with other state entities
 - B. Design and implement compatible GIT architectures with other state organizations
 - C. Work closely with the Enterprise GIS Consortium to support the goals and objectives identified in the State's Enterprise GIS Strategic plan
 - D. Coordinate with the organization's Outreach department to identify potential enhancements to the VGIS and VCGI related products and services
 - E. Actively monitor the VGIS Listserve discussions for outstanding GIT related needs

- F. Review the bi-annual customer survey for underserved GIT needs in the Vermont GIS community
- 7. Provide support to the GIS community for the development of new skills, techniques and applications in geospatial technologies.
 - A. Provide instruction and direction to assist the community with GIT problem solving.
 - B. Participate in VT GIS Conference, Roundtable and community discussion activities that provide information and awareness to the larger community.
 - C. Create information sharing mechanisms that can be used by the community for sharing GIT knowledge and resources.

IT Staff Development

- 8. Attend and participate in local, regional and national conferences related to GIS and IT
- 9. Identify and attend appropriate IT and GIS training courses
- 10. Strive for professional certifications in GIS and IT
- 11. Encourage IT staff to join and participate in professional organizations that promote and utilize GIS
- 12. Encourage IT staff to read trade journals to remain abreast of new solutions and efforts taking place at the national level

7.2 Information Technology Success Indicators

- 1. The percent of internal system downtime (impacting productivity) due to internal and external factors during one year's time
- 2. The percent of external (public) access downtime to online VCGI resources due to internal and external factors during one year's time
- 3. The average hours per employee of approved training or education received by IT staff during one year's time
- 4. The feedback of the VCGI stakeholder community provided through the biennial survey

8.0 Products, Services, Contracting and New Business Development Strategy

The focus of VCGI's Products and Services will move toward the provision of online accessible tools, applications and products. VCGI will identify and implement technical solutions that enable us to serve a broader array of Products and Services. VCGI will establish tools, applications and products that support cost sharing through subscription and customization revenue. Through communication and analysis the organization will establish a clear vision of the Product and Service needs of our State customers and for our Public customers. The organization will be flexible in its approach to Contracting while ensuring legal and financial protections.

8.1 Goals and Tasks for Products, Services, Contracting and New Business Development

1. Orient VCGI's Products and Services toward online accessible tools, applications, services and products
 - A. Expand, enhance, and promote VCGI's basemap, geocoding, and related service(s)
 - B. Expand and enhance access to Federal, State, and Regional data sources by providing on-line access
 - C. Offer geospatial data in KML format to support Google Earth users.
2. Identify and implement technical solutions that enable VCGI to serve a broader array of Products and Services
 - A. Utilize ArcGIS Server to enable a broader array of geospatial services
 - B. Provide enhanced geospatial services to members of Vermont's Enterprise GIS Consortium (EGC).
3. Improve our awareness and understanding of our customers (state government and public) product and service needs through enhanced communication
 - A. Identify data products and services, existing or new, which support the needs of our customers
 - B. Utilize the Customer survey to identify user needs and requirements
4. Be flexible in our approach to contracting while ensuring legal and financial protection of the organization
 - A. Identify opportunities to collaborate with our partners (Federal and State agencies, RPCs, Academic, etc.) on projects of common interest
 - B. Pursue private sector partnerships whenever possible and appropriate
 - C. Focus on components of our public service mission, and avoid providing products and services that are provided by the private sector
 - D. Follow the procurement policies articulated in the VGIS Handbook (Part 1 – Policies – Section D: VCGI Procurement of VGIS Data, Services, and Products).
5. Establish tools, applications, services and products that support cost sharing through subscription and customization revenue
 - A. Establish a documented fee structure for the creation and hosting of web services and applications
 - B. Pursue collaborative agreements with other state organizations which enable the sharing of tools, applications, and services
 - C. Establish a suite of geospatial services available to members of the Enterprise GIS Consortium
6. Identify and pursue business opportunities that support the needs of our customers

- A. Maintain a working list of Federal and State and private funding opportunities, including submission deadlines
- B. Coordinate internal efforts to identify and pursue new business opportunities

8.2 Products, Services, Contracting and New Business Development Success Indicators

1. Comments by members of the Board of Directors
2. The feedback of the VCGI community provided through the biennial survey
3. The number of Products, Services and Contracts that are supported by VCGI in a year
4. The amount of revenue that comes from Products, Services and Contracts in a year
5. The amount of revenue that comes from new Products, Services and Contracts in a year